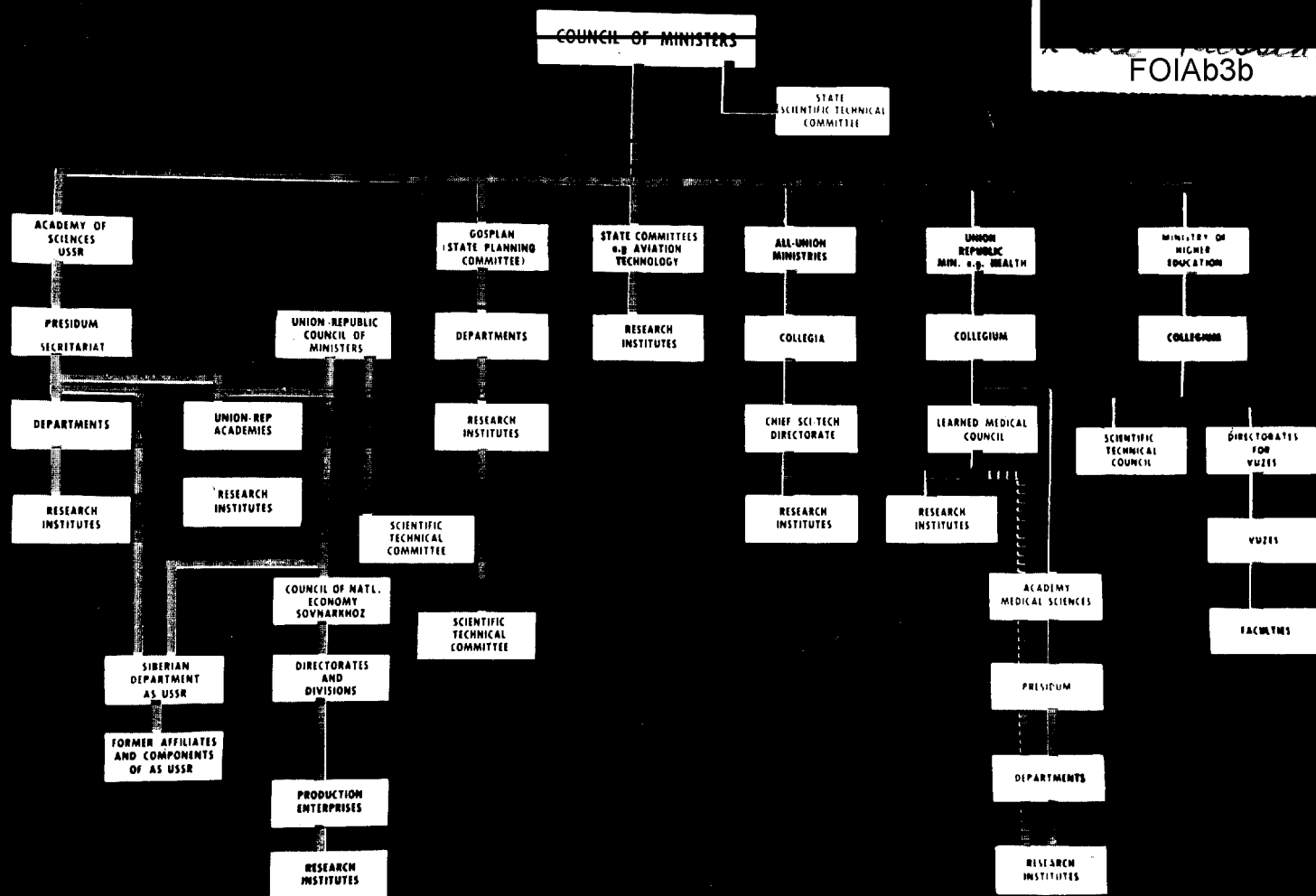


SEPTEMBER 27 1958

RESEARCH

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Decentralized research aids project planning and coordination, but may bog down with bureaucrats.

CPYRGHT

Reshuffled System Speeds Soviet Research

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Russian research management has improved sharply and is steadily getting better, the U.S. Central Intelligence Agency disclosed last week. Key to the speedup: sweeping, new organizational changes.

Donald Chamberlain, chief of CIA's fundamental science division, office of scientific intelligence, told the 12th National Conference on the Administration of Research just how the Russians' new setup works. Conference host at Estes Park, Colo., was the University of Denver.

Now, said Chamberlain, the Russians can decide on and execute research programs more quickly than private U.S. or government research teams. The reason, he explained, is that six agencies (see chart) rather

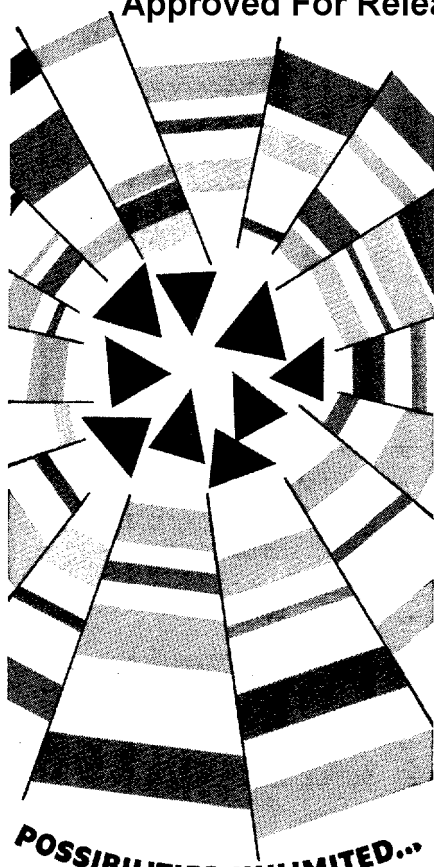
than three now direct Soviet scientific and technical efforts.

Decentralization: But the Soviets' program hasn't always been this good. Before the summer of '57, when the 3,000 scientific and technical institutions in Russia were controlled by three agencies—Academy of Sciences, All-Union Ministries and Ministry of Higher Education—authority was highly centralized and tended to create red tape. Research was inadequately planned and there was much duplication of research effort because of lack of coordination between these agencies. Also, a disproportionate number of research institutes were in the western Russian centers of Moscow, Kiev, Kharkov and Leningrad.

research control. The key new agency is Gosplan (State Planning Committee). Union-Republic Ministries and State Scientific Technical Committee now also have a voice. (In general, the institutions under the ministries are much smaller and have lower-quality personnel than those in the Academy system—whose 130 institutions employ about 10% of Russia's scientific and technical manpower—and in the higher-education institutes.)

One result of this decentralization is the establishment of research institutions in Siberia, which formerly had none. Recently, the Soviets allocated \$25 million for building 13 research centers in Novosibirsk. Included was a large facility for thermo-

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program is providing eight institutes at Irkutsk.

The reorganization has also led to extensive relocation of scientific personnel. Many engineers and technicians are being sent from western Russia to the Siberian centers.

Not Kink-Free: While the reorganization has numerous advantages, according to Chamberlain, it has flaws. He believes the new system is overburdened with bureaucrats.

Also, while the Russians can afford to research a problem to greater depth than can U.S. industry (because they are not in a competitive domestic economy), they display a hes-



CHAMBERLAIN: Labs for Siberia.

itancy to pull a product from research, put it into production.

And when the Russians do start development, Chamberlain says, "they freeze the information and go ahead, in contrast with our usual method of making refinements as development and production progress."

"Their institutes operate much as do ours," he adds. "They have their director and supporting staffs the same as we. The only difference is that in addition to the director—a highly qualified scientist—there will be a secretariat staffed by a Communist party fanatic."

He believes, however, that the Russians' scientific and technical effort is vigorous and growing and that they will recognize faults and render harsh self-criticism. Scientists of proved ability make up the bulk of supervision at all levels. Party members are a distinct minority. They

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